



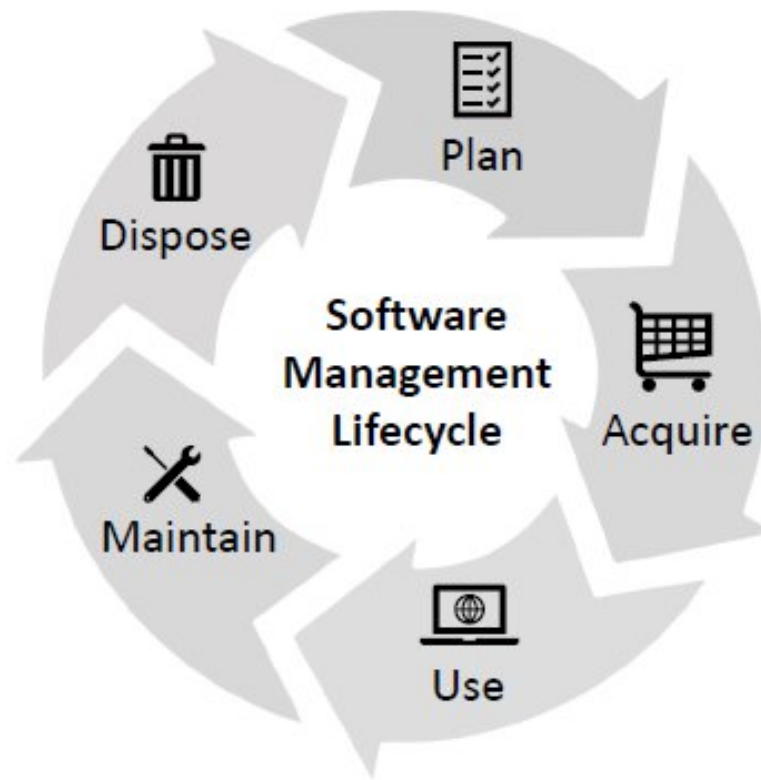
# Software Licenses

OFFICE OF THE CITY AUDITOR

NOVEMBER 18, 2020

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# Software Licenses Management Cycle



The City could identify ways to save money and improve the compliance of its software licenses if the City had an inventory and Citywide management of software licenses.

# The City has not implemented leading practices for managing software licenses:

Government Accountability Office's Leading Practices	What We Found
Centralized management	Decentralized management
Established software license inventory	No inventory of software license counts or costs
Track and maintain inventory	
Analyze software license data	No clear process to analyze software license data
Provide sufficient training	No Citywide policies, guidance, or training on managing software licenses

# Decentralized Management

- Some licenses are managed by CTM while others are managed by departments
- Compliance monitoring varies by department
- No centralized way to prevent employees from using free, unmanaged software

# No Software License Inventory

- City does not fully know what licenses it has or how much they cost
- CTM is working on an IT Asset Management project to be completed in 2024 or 2025

# No Clear Process to Analyze Data

- City may pay for software licenses that departments do not fully use
- City appears to have spent \$500,000 on Office 365 licenses for users who have never logged in to email or did not log in during 2020

# No Policies, Guidance, or Training

- Training is only for how to use the software and not for software license management
- Departments are unclear about who is responsible for managing software licenses



# Recommendations

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The City's Chief Information Officer should:

- Work with City departments to develop an inventory of software license counts and associated costs
- Work with the Chair of the IT Steering Committee to develop a policy for departments on how to manage software licenses consistent with leading practices



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